

2003 Annual Report



The Georgia Merit System of Personnel Administration



We can. We care. We customize.

The Georgia Merit System

Commissioner's Message



To our employees, agency customers, state government leaders, and the people of Georgia:

It is my pleasure to present this fiscal year 2003 Annual Report. On February 4, 2003, the Georgia Merit System of Personnel Administration celebrated its 60th Anniversary. During this milestone year the agency was given the opportunity not only to reflect on our past, but to also look toward our future.

Since its inception, the Georgia Merit System has provided the State of Georgia with a human resource operation that is recognized nationally as a leader among states with centralized personnel systems. As the Merit System celebrates 60 years of service, we are extremely proud of this document. We believe it accurately reflects programs and services provided that are consistent with the Merit System's mission to provide leadership in recruitment, development, and retention of a diverse and competent workforce.

Like all state agencies, the Merit System has faced the challenges of fiscal belt tightening. Budgetary constraints of providing more with less involved redefining our vision and mission, re-aligning programs with the core vision and mission of the agency, prioritizing our goals, and attaching resources to those programs and services that are absolutely essential to the current and future success of the agency.

With input from our internal and external customers, we linked our vision, mission and guiding principles to our highest priorities. They are Workforce Development and Alignment, Total Compensation and Rewards, and Recruitment and Staffing Services. This document will give you a glimpse of the agency's many accomplishments in partnering with state agencies and providing leadership in the areas of workforce planning, succession planning, diversity management, leadership development and training, flexible and worklife benefits, compensation and salary planning, and applicant assessments, to name a few.

As the agency moves into its sixth decade of existence, we continue with a renewed commitment to champion workforce excellence in delivery of services to our customers and the people of Georgia. We are confident that our leadership in providing quality human resource management, products and services will assist the State of Georgia in achieving its goal of having the most skilled and competent workforce needed in the best managed state in the nation.

Sincerely,

A handwritten signature in dark ink that reads "Marjorie H. Young". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Marjorie H. Young, Commissioner

Table of Contents

Historical Overview	4
Vision, Mission, Service Strategy, Guiding Principles	5
State Personnel Board	6
Employee Benefit Plan Council	6
Employee Budget	7
Highlights	8
Workforce Development & Alignment	8
Workforce Planning	9
Succession Planning	9
Employee Management Relations	10
HR Policies, Rules Development & Interpretation ...	10
Alternative Dispute Resolution Services	10
Diversity Management	11
Statewide Human Resource Audit	11
Leadership Development & Training	12
Knowledge Management	12
Organizational Assessment & Services	12
Performance Management System	13
Performance Management	13
Performance Management Tools	13
Employee Development & Training	13
Employee Orientation	13
Total Compensation & Rewards	14
Classification and Salary Planning Services	15
State Workforce Information	15-31
Flexible Benefits	32
Peach State Reserves	33
Worklife Benefits	34-35
Employee Assistance Program	34
Wellness Program	34
Employee Recognition	34
State Charitable Contributions Program	35
Faithful Service Awards	35
Teleworking	35
Employee Suggestion Program	35
Recruitment and Staffing Services	36
Medical and Physical Exam Program	36
Substance Abuse Testing	37
The Jobsite	37
Applicant Assessment Services	37
Publications, Presentations and Reports	38
GMS Executive Staff Organization Chart	39

Historical Overview

The Georgia Merit System of Personnel Administration (GMS) was established in February 1943 (SB 17) as the central personnel agency of the state of Georgia, providing human resource (HR) and benefit programs, products and services to all state entities and employees. The core responsibility of the GMS is to establish “a system of personnel administration that will attract, select and retain the best employees based on merit with incentives in the form of equal opportunities for all.” Source: OCGA 45-20-1 (a). It is also the state's central recordkeeping agency for state employee data and the central means of monitoring state personnel practices.

Although the role and structure of the Merit System have changed since Merit System Reform in 1996 (SB 635), its leadership and responsibility to provide services that enable a productive state workforce have not. Reform changed the role of the Merit System from that of being regulation driven to that of being customer driven, serving more as an expert human resource consultant and a facilitator of workforce planning and policies that cross agency lines. This new role has created a new balance between the human resource function of the Merit System and the operating agencies. The Merit System works with state agencies to hire, train, develop and retain their workforce, enhance organizational performance, and provide employee benefits and financial security services through the administration of the state's flexible benefits and deferred compensation programs.

State agencies work with the Merit System as enthusiastic partners in developing workforce planning model processes that reflect agency and state business objectives; updating the performance management process; developing HR auditing processes; developing total compensation/rewards strategies; instituting diversity management initiatives; and implementing a telework program.

Vision

We envision a highly competent and diverse workforce that meets the needs of state government and the expectations of the people of Georgia.

Mission

The Georgia Merit System champions workforce excellence and provides visionary leadership that enables state government to achieve its business objectives by using innovative strategies to recruit, develop, and retain a competent and diverse workforce.

Service Strategy

We can; We care; We customize

Guiding Principles

- ☐ Employees are our greatest asset.
- ☐ Integrity and excellence are at the heart of all our decisions.
- ☐ We exist for our customers.
- ☐ Everyone deserves mutual respect and understanding.
- ☐ We create a work environment that supports and rewards continuous learning, continuous improvement, creativity, and high performance.

The Georgia Merit System



M. David Alalof
Chair



Geri P Thomas
Vice Chair



Claybon J. Edwards
Member



Melinda Langston
Member

State Personnel Board

The Governor appoints five citizens to the State Personnel Board for five-year terms. The Commissioner of the Georgia Merit System serves on the Board as the Executive Secretary. The functions, duties and authority of the State Personnel Board include:

- ☐ Improvement of personnel administration in state agencies representing the best interest of citizens of Georgia;
- ☐ Determining appropriate goals and objectives for the State Merit System and providing policies for their accomplishment;
- ☐ Adopting and amending policies, rules and regulations; and
- ☐ Reviewing appeals of adverse personnel actions.

Employee Benefit Plan Council

The State Personnel Board members also serve on the Employee Benefit Plan Council. The Benefit Plan Council is a ten-member council appointed by the Governor and consists of:

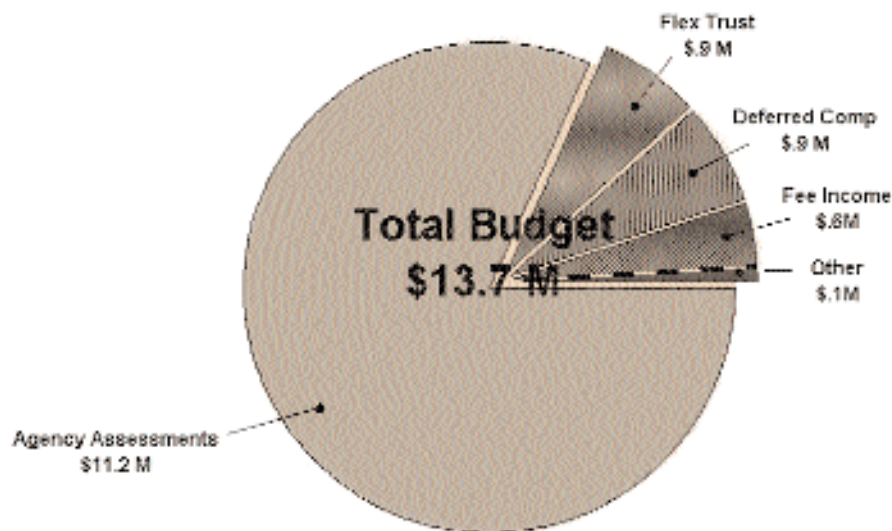
- ☐ The five members of the State Personnel Board;
- ☐ Two department heads who have employees eligible to participate in the employee benefit plans;
- ☐ Two state employees who are eligible to participate in the employee benefit plans; and
- ☐ One member from a corporation domiciled in the state of Georgia that insures or administers employee benefit plans .

The chair of the State Personnel Board also serves as the chair of the Council.

Employee Budget - FY2003

Agency Fund Sources

Included in the FY 2005 Governor's Budget Recommendations



FY 2003

Deferred Compensation Participants Investments

- ❑ **457 Plan** 18,056 \$440.4 million
- ❑ **401k Plan** 20,613 \$123.5 million

Annual Collections in Flexible Benefits Program

- ❑ **\$78.5 million**
- ❑ **151 Positions**

Agency Fund Sources Fiscal Year 2003 Budget

Highlights

Workforce Planning

In FY 2003 and FY 2004, the workforce planning unit continued to win national recognition and awards for its trend-setting approach to automated workforce planning as well as its innovative approaches to identifying, hiring, and promoting high performers. As a result of GMS efforts, the following were accomplished:

- ❑ 2002, International Personnel Management Association (IPMA) Innovations Award and grant for automating competency assessment and development tools
- ❑ 2002, Assessment Council of IPMA award for Innovations in Assessment for work in performance measurement, competency-based HR processes, and ROI analysis
- ❑ 2002, National Association of State Personnel Executives (NASPE) Innovations Award Nominee for Georgia's Workforce Planning Program
- ❑ 2002, IPMA featured Georgia's competency-based workforce planning model as

an exemplary approach in their Workforce Planning Guide

- ❑ 2003, IRS benchmarking study, conducted by Caliber Associates, identified Georgia's approach as one of the three top workforce planning programs in the nation.

Georgia Merit System 60th Anniversary

In FY 2003, the Georgia Merit System(GMS) celebrated 60 years of service to the people of Georgia. On February 4, 1943, Senate Bill 17 established the Georgia Merit System of Personnel Administration as the central personnel agency of the state of Georgia. In 1996, civil service reform occurred and decentralized the HR functions directly to individual agencies. GMS became a leader and facilitator of HR policies. Reform changed the agency's role from regulator to HR expert and consultant.

- ❑ February 4, 2003 proclaimed as Merit System Day at the State Capitol in recognition of GMS's 60th anniversary.

Workforce Development & Alignment

Leadership and Organizational Development is the first sub-program under Workforce Development and Alignment. Its purpose is to enable state agencies to acquire and align staffing resources to meet workforce and business needs in an effective and efficient manner. It helps to ensure the implementation of HR best practices through the development and use of sound, fair, and equitable policies and rules, and customized strategies and interventions. The second sub-program, Employee Development, provides continuous opportunities for state employees to grow and develop professionally resulting in increased productivity for state agencies. This program provides ongoing support and learning opportunities by encouraging employees to participate in work-related training and development.

Workforce Planning

The Georgia Merit System continues to win national recognition and awards for its trend-setting approach to automated workforce planning as well as its innovative approaches to identifying, hiring, and promoting high performers. Workforce planning was well received by state agencies, enjoying a high level of participation - 97 percent in FY 2002, and 63 percent in FY 2003, a year when participation was not mandated. This fiscal year, GMS:

- ❑ Reviewed the plans submitted by agencies, giving custom feedback to each agency to target critical workforce gaps, to identify strategies to hire, develop, and retain productive state employees, and to ensure that agency HR strategies close significant workforce gaps that impede agency objectives.
- ❑ Developed action plans, tools, procedures, and other services to help state agencies implement best practices in human resources. Training is now under development.
- ❑ Programmed workforce planning expertise into several automated competency assessment and performance improvement tools. These tools, which are now being improved and web-enabled, simplify and automate assessment activities so non-experts can obtain expert results in interviewing job candidates, developing employees, and identifying high potential candidates for management and leadership development.

Succession Planning

The Georgia Merit System examined agency workforce plans to identify staffing, diversity, and competency problems affecting Georgia's managers and leaders. They also developed action plans, tools, procedures, and other services to support state agencies in succession planning. This year, GMS:

- ❑ Examined agency workforce plans to identify staffing, diversity, and competency problems affecting Georgia's managers and leaders
- ❑ Uncovered the most significant competency gaps affecting managerial jobs. The five most critical competency gaps affecting the Georgia's managers are professional expertise, customer service, teamwork, organizational awareness, and diversity management.
- ❑ Identified agencies involved in succession planning. Agency workforce plans also revealed that 41 percent of Georgia's executive agencies report that they have begun succession planning activities, while another 56 percent report intentions to do so.
- ❑ Developed a customizable action plan for agencies to implement succession planning.
- ❑ Began demonstration project to test procedures and tools to identify and develop high potential candidates for the managerial and leadership jobs.
- ❑ Developed manager and leader generic competency profiles to be used in selecting and developing managers and leaders.
- ❑ Developed tools and procedures to identify high potential candidates for management and leadership development.
- ❑ Prepared training and consultative services to assist agencies in succession planning.

Employee Management Relations

HR Policies, Rules Development & Interpretation

In accordance with O.C.G.A. § 45-20-1, the Georgia Merit System assists state government in operating within a framework of consistent personnel policies and practices to promote workforce productivity and sound business practices in the public sector. For fiscal year 2003, GMS:

- ☐ Provided expert consultant services to 5,812 HR managers and employees in more than 85 state agencies.
- ☐ Provided best practice recommendations for sound personnel practices, policy development strategies, and accurate interpretive assistance to more than 2,500 HR managers and staff members.
- ☐ Developed a web-based Reduction in Force tool for HR managers.
- ☐ Assisted 13 agencies in processing Reduction in Force plans.
- ☐ Responded to 65 constituent inquiries from the people of Georgia.

Alternative Dispute Resolution Services

It is the policy of the State Personnel Board and the intent of Georgia Merit System to provide alternative forums for resolving workplace conflicts to enhance employee effectiveness and efficiency, cut down on the number of employment-related EEOC filings, and to improve working conditions between managers and their employees. This fiscal year, GMS:

- ☐ Provided prompt, timely responses to 75 grievance issues and complaints concerning matters related to the employment of the employee. Encouraged supervisors and employees to make reasonable efforts to resolve disputes to prevent formal grievances.
- ☐ Conducted uniform and orderly grievance hearings.
- ☐ Facilitated 24 neutral, third party mediation sessions. The mediators see areas of possible agreement that the parties are unable to see in direct, unmediated, negotiations.
- ☐ Provided confidential assistance to 70 employees and managers on mediation related inquiries.
- ☐ Reviewed over 139 Administrative Hearings.
- ☐ Responded to 77 adverse action inquiries pertaining to the loss of pay, salary reductions, reprimands, transfers, demotions, suspensions, and dismissals.

Diversity Management

- ☐ Published and distributed the Georgia Strategic Diversity Plan.
- ☐ Presented two diversity presentations, Diversity Management Initiatives and Workforce planning by Rosalyn Price of Cox Enterprises, Inc and the County of Los Angeles Model Diversity Plan by Marcus V. Castro at the FY 2003 Workforce Planning and Diversity Conference.
- ☐ Conducted a needs assessment on the education needs of senior executives regarding diversity.
- ☐ Began development of a guide that agencies may use to develop and implement a diversity program.

Human Resource Audit

The Statewide Human Resource Audit (HR Audit) was developed as a self-appraisal, web-based instrument, which allows agencies to assess and improve their current human resource practices. There are currently four audit modules covering the following HR topics: Classification Management, Compensation Management, Performance Management and Recruitment and Selection Assessment.

- ☐ 37 Georgia State Agencies completed and submitted data from all four of the HR audit modules:
- ☐ Summary statistics indicate that human resources activities are generally well managed, with some room for improvement.

Audit Modules Summary Statistics: All Agencies

Module	Mean	Median	Standard Deviation
Classification Management	83.8	87	13.70
Compensation Management	78.4	81	15.49
Performance Management	88.8	91	8.63
Recruitment & Selection	81.9	83	8.98

As the Statewide Human Resource Audit enters its second year (FY2004), GMS will again utilize an assessment tool that supports agencies in assessing and improving their Human Resources departments. To that end, we anticipate the development of additional audit modules and questions addressing the following HR topics:

- ☐ Deferred Compensation
- ☐ Employee Assistance Programs
- ☐ Flexible Benefits
- ☐ Flexible Work Schedules/Telework
- ☐ Incentive Awards
- ☐ Reduction-in-Force
- ☐ Payroll

In addition, the FY2004 HR Audit Website will have an expanded Best Practices section. From this section, agencies will have access to targeted human resource strategies and tactics designed to address the points discussed within the Improvement Recommendations section of the 2003 HR Audit Report.

Leadership Development & Training

The Georgia Merit System provides a wide-range of courses and programs to enhance the leadership skills and competencies of leaders, managers, and supervisors in Georgia state government. In Fiscal Year 2003, GMS:

- ❑ Trained 4,924 state managers and supervisors (approximately 300 percent increase from FY 2002) during 201 sessions (38 increase from FY2002).
- ❑ Completed leadership development curriculum reflecting Governor Sonny Perdue's endorsement of Stephen Covey's Principle-Centered Leadership through the presentation of The 4 Roles of Leadership. The GMS leadership from Commissioner to first-line supervisors completed The 4 Roles of Leadership session.
- ❑ In addition to our standard courses and programs, GMS designed curricula to meet the specific leadership development programs for eight organizations to include the Department of Transportation and the Georgia Forestry Commission.

Knowledge Management

GMS began the initial data collection phase of the Knowledge Management Archive project within the Policy, Data and Audit Section. The "pilot" phase is designed to evaluate the quality and usefulness of the information gathered. Collection was focused on existing processes and requests for information within the section.

Organizational Assessment & Services

- ❑ Designed, delivered, and conducted team-building sessions for three organizations.
- ❑ Assisted one agency in measuring its organizational effectiveness; identified improvement areas through the design, data collection, analysis and report of a customized employee survey.
- ❑ Developed and implemented a Pre-Training Assessment instrument to help agencies identify competency gaps. Several agencies have successfully implemented this instrument.

Workplace Safety

GMS provides leadership and direction to the Georgia Interagency Safety Advisory Council (GISAC). The council has been instrumental in elevating the safety awareness in state agencies. In fiscal year 2003, the council:

- ❑ Conducted 2 Safety Workshops for state safety coordinators.
- ❑ Provided a "one-stop" safety resource for safety information and timely updates online at www.ganet.org/safety.
- ❑ GMS, in conjunction with GISAC, began development of additional tools including Safety Best Practices and a Safety Module for the Human Resources Audit.
- ❑ Fostered relationships with nationally recognized safety organizations to support and promote services and strategies in state government that ensure employee safety and risk reduction.

Performance Management System

Performance Management

GMS is the proponent of the Georgia Performance Management Process (PMP) that is used by the majority of state agencies. GMS also provided PMP trainer certification for agencies.

During FY 2003, GMS:

- ☐ Trained 430 state managers and supervisors in various components of the PMP.
- ☐ Trained 108 leaders through an electronic learning/on-line (e-Learning) option in addition to traditional classroom instruction.

Performance Management Tools

The Georgia Merit System designed the PMTools software to assist managers and supervisors in the Performance Management Process. This software package provides managers and supervisors with a tool to easily create performance plans, complete mid-year and end-of-year performance evaluations, record employee performance on a notes page or "diary", and print associated forms and reports, electronically. This year, GMS staff:

- ☐ Provided hands-on, computer laboratory training and responded to 855 requests for technical assistance from the 380 state entities whose supervisors and managers utilize PMTools across the state.

Employee Development & Training

- ☐ Provided training in 23 courses including Stephen Covey's The Seven Habits of Highly Effective People for 2,028 state employees.
- ☐ Provided extensive training for administrative assistants through the Professional Secretaries Development Program. During FY 2003, 57 administrative professionals participated in this program.
- ☐ Hosted the 14th Annual Professional Development Conference for Support Staff
- ☐ Provided tailored curricula to meet the specific employee development needs for seven state agencies.
- ☐ Provided train-the-trainer instruction to support several state agencies.
- ☐ Trained 981 employees in 126 sessions in the critical skills area of Personal Computer (PC) training. The sessions focused on the Microsoft Office programs.
- ☐ Provided teleconferencing and satellite support to three agencies.
- ☐ Enhanced professional and personal growth, success, and self-efficacy internally, all GMS employees participated in a four-day educational seminar, Imagine 21-Fast Track to Change. This seminar taught by GMS-trained facilitators received exceptionally positive evaluations from the GMS staff.

Employee Orientation

- ☐ GMS streamed "Finding Your Place in Georgia State Government" online at www.gms.state.ga.us for easy accessibility and convenience to state employees and the general public. Last year, the Merit System produced and distributed the video and an orientation checklist to all state agencies. For those agencies that did not have a formal orientation program in place, the two items served as a start-up plan to inform employees of all benefits state government has to offer.

Total Compensation & Rewards

The state of Georgia recognizes that its agencies must become more competitive in recruitment and retention efforts by aggressively marketing the value of meaningful public service and a combined compensation and benefits package for potential and current employees. Georgia's Total Rewards/Compensation is a holistic approach that addresses base pay + incentive pay + benefits valuation + work-life issues as one value.

Goals:

- ☐ Enhance public's perception of the value of public service and public servants.
- ☐ Increase the awareness and satisfaction of the Total Compensation/Rewards Program among state employees and applicants through communication and education initiatives.
- ☐ Add value to the Total Compensation/Rewards package by identifying additional no cost/low cost options.
- ☐ Incorporate additional eligible employees into benefit plan.
- ☐ Expand the Employee Assistance Program (EAP) to provide statewide employee coverage to enhance the existing statewide consultative services for managers.
- ☐ Institutionalize the Employee Recognition Program in state government.

Accomplishments:

- ☐ Completed evaluation of benefits by partnering with outside consultants --Hewitt and Associates and Watson Wyatt.
- ☐ Raising the awareness of the value of the state's Total Rewards package through employee newsletters, orientation packages, annual total compensation/rewards statement, and e-mail to employees and applicants.
- ☐ Partnering with the Department of Community Health, the Retirement System, and Workers' Compensation in developing a Total Compensation/Rewards newsletter for employees and in other initiatives.
- ☐ Incorporating valuation of benefits into Labor Market research reports published annually by the Merit System for agency heads and personnel offices.
- ☐ Continually reviewing benefit mix to provide desired benefits tailored for a diverse workforce at competitive cost. Reviewing low cost/no cost opportunities.
- ☐ Expanding the concept of recruitment to include retirees, job sharing and part-time employment.
- ☐ Recognition of state employees' contributions through the reinstitution of the statewide employees' recognition program in 2001 and the institution of the employee incentive program that features both an incentive award and incentive compensation component.
- ☐ Expanding employee friendly programs such as Work Away (Georgia's statewide telework initiative) and flexible, alternative work schedules that have been shown to enhance employee morale and productivity as well as have a positive impact on air quality and traffic congestion. This work-life initiative has become an excellent recruitment and retention strategy.
- ☐ Innovative programs such as EAP/Wellness and Safety programs have been established to assure the employees' ability to remain fully productive, saving the state millions of dollars in workers' compensation, medical and property claims and absenteeism.
- ☐ Expanding on-line Open Enrollment, initiated in 2002, to allow employees the option of making benefits selections at work or at home.

Classification & Salary Planning Services

This year, the Georgia Merit System (GMS) began the process of evaluating the job classification system. In phase I, GMS:

- ☐ Identified redundant outdated and unused job titles
- ☐ Partnered with agencies to eliminate 485 outdated and unused jobs from the statewide system.

In the second phase, GMS will partner with agencies to further streamline and modernize the job system by creating competency based career ladders and identifying effective strategies for talent management.

State Workforce Information

Distribution of Employees by Branch (July 1, 2003 Data)		
Branch	Number of Employees	Average Salary
Executive Branch	60,475	\$33,224.37
Legislative Branch (Including Audits)	810	\$40,760.21
Judicial Branch (Including Law Department)	1,397	\$65,351.02
Subtotal	62,682	
Other:		
Community Service Boards and County Board Operated Programs (Mental Health/Mental Retardation/Substance Abuse)	8,417	\$27,484.73
County Public Health	5,164	\$31,627.24
Technical Colleges	4,705	\$42,797.94
Authorities	1,995	\$40,435.27
Subtotal	20,281	
TOTAL:	82,963	

Count of Employees by Agency 1996 to 2003

Count of Employees by Agency 1996 to 2003

Agency	Oct. 96	Oct. 97	Oct. 98	Oct. 99	Oct. 00	Oct. 01	Oct. 02	Sept. 03
Ga. Dept. of Human Resources	14,121	13,075	12,159	11,798	11,238	9,995	9,942	10,375
DHR - DFACS	7,884	7,773	8,040	8,467	8,438	7,834	8,009	8,163
Community Service Board	6,848	7,040	7,751	7,567	7,322	7,674	8,148	8,014
DHR - Public Health	4,178	4,292	4,456	4,465	4,651	4,802	4,921	5,139
DHR - BOCOP				267	309	294	285	280
Ga. Dept. of Corrections	13,502	13,221	13,508	14,053	14,007	14,340	14,098	14,081
Dept. of Juvenile Justice	2,717	2,907	3,193	3,425	3,810	3,975	3,824	3,763
State Board Pardons & Paroles	807	784	809	790	797	809	795	764
Ga. Correctional Industries	150			166	152	159	175	170
Ga. Dept. of Motor Veh. Safety							1,351	1,330
Department of Revenue	1,304	1,257	1,251	1,280	1,252	1,300	1,015	1,020
Ga. Dept. of Transportation	5,858	5,743	5,897	5,910	5,808	6,027	5,799	5,834
Ga. Dept. of Public Safety	2,019	1,938	1,959	2,025	1,958	2,130	1,609	1,527
Ga. Public Service Commission	125	127	129	136	134	140	92	89
Ga. Bureau of Investigation	727	740	732	804	814	887	886	865
Ga. Dept. of Admin. Services	961	955	960	1,050	1,053	272	280	275
Georgia Technology Authority						724	742	711
Ga. Dept. of Natural Resources	2,159	2,150	2,097	2,183	2,257	2,452	2,546	2,473
Technical School	2,764	3,241	3,483	3,753	4,084	4,387	4,597	4,700
Dept. of Technical & Adult Ed.	151	161	176	226	204	218	223	226
Ga. Dept. of Labor	1,832	1,864	1,912	2,000	1,996	3,732	4,001	4,054
Ga. Dept. of Education	681	663	644	632	642	731	642	635
Office of School Readiness	39	53	59	70	76	71	80	77
Ga. Dept. of Agriculture	781	786	761	757	740	752	744	733
Georgia Forestry Commission	713	727	683	683	697	701	692	674
Secretary of State	382	375	375	346	350	357	381	371
Office of Planning and Budget	299	314	334	372	383	368	399	392
Office of Comm. of Insurance	286	278	294	283	260	248	256	252
Ga. Dept. of Community Affairs	270	288	325	344	371	364	414	402
Ga. Dept. of Community Health	266	278	275	404	477	480	488	473
GA. Industry, Trade & Tourism	201	199	199	193	179	178	178	174
Ga. Merit System of Pers. Adm.	180	174	169	129	118	138	139	142
State Board of Workers' Comp	157	154	154	151	156	162	154	155
Subsequent Injury Trust Fund	26	26	24	26	26	29	31	32
GA Dept. of Banking & Finance	130	120	126	126	123	129	124	122
Ga. Dept. of Veterans Service	123	125	122	118	120	127	126	121
Ga. Dept. of Defense	254	249	249	260	388	404	407	415
Ga. Dept. of Defense - Local	34	17	14					
Ga. Student Finance Commission	72	68	63	60	56	55	50	49
Ga. Employees Retirement Sys.	40	43	44	46	42	46	48	50
Ga. Teachers Retirement Sys.	74	63	84	98	113	118	134	153
General Assembly of Georgia	449		451	455	463	467	469	492
Ga. Dept. of Audits	283		289	316	322	336	327	324
George L. Smith II - GWCCA	418			454	496	506	521	499
Georgia Building Authority	780	634	555	560	489	404	419	393
Georgia Public Broadcasting	157	181	167	162	180	188	187	181
GA State Fin. & Invest. Comm.								95
Admin. Office of the Courts	90		114	127	138	141	155	179
Georgia Department of Law	167	167	163	166	179	184	185	186
Superior Courts of Georgia	728		123	750	802	825	897	892
Ga. Court of Appeals	70		67	82	82	84	81	83
Supreme Court	68		70	67	66	65	63	64
Grand Total	76,325	73,270	75,510	78,624	78,820	80,809	82,131	82,663

* Based data points represent significant shifts of employees between agencies. See following page for explanations.

** Detailed data for non-executive agencies is not available for 1997 and 1998. The grand totals for those years adjusted for missing cells would be 76,357 for 1997 and 76,100 for 1998.

Changes to Count of Employees by Agency 1996 to 2003

AGENCY	1996 Count	2003 Count	Change (Net 1996 to Sept 2003)	Explanation
Gov. Dept. of Human Resources	14,121	10,079	-41%	Drop: Eun. Inv. Institute of Mental Health closing. PH employees listed separately. Rehabilitation Services transferred to Department of Labor
DHR - DLRNCS	7,004	0,000	-100%	Transfer of Court Enforcement Workers to DHR
Community Service Board	8,848	8,014	-9%	
DHR - Public Health	4,170	6,128	+47%	
DHR - RHCOP		780		
Gov. Dept. of Corrections	13,000	14,000	+4%	
Dept. of Juvenile Justice	3,717	3,753	88%	
State Board of Pardons & Paroles	60	64	+7%	
Gov. Department of Industries	150	170	+13%	
Gov. Dept. of Motor Veh. Safety		1,110		Department of Motor Vehicle
Department of Revenue	1,304	1,030	-21%	Fully funded from employees of
Gov. Dept. of Transportation	6,050	6,014	-1%	Public Safety, Revenue,
Gov. Dept. of Public Safety	2,015	1,527	-24%	Transportation, and Public
Gov. Public Service Commission	125	0	-100%	Service Commission
Gov. Bureau of Investigation	737	865	+18%	Expansion of Crime Lab
Gov. Dept. of Admin. Services	951	375	-61%	IT staff transferred from Department of Administrative Services to Georgia Technology Authority
Georgia Technology Authority		711		
Gov. Dept. of Natural Resources	2,150	2,073	-4%	
Technical School	4,704	4,700	-1%	
Dept. of Technical & Adult Ed.	151	336	+60%	
Gov. Dept. of Labor	1,890	1,054	-44%	Rehabilitation Services transferred from DHR
Gov. Dept. of Education	601	625	+4%	
Office of School Readiness	50	77	+54%	
Gov. Dept. of Agriculture	701	700	-1%	
Georgia Forestry Commission	713	674	-6%	
Secretary of State	302	301	-1%	
Office of Planning and Budget	253	300	+19%	
Office of Comm. of Insurance	255	252	-1%	
Gov. Dept. of Community Affairs	370	470	+27%	
Gov. Dept. of Community Health	255	473	+85%	HealthCare, transfer of Health Benefits from Mart System
GA. Industry, Trade & Tourism	201	174	-13%	
Gov. Mart System of Pres. Adm.	145	142	-2%	Mart System reform. Health Benefits transferred to Community Health
State Board of Workers' Comp.	157	165	+5%	
Redevelopment Injury Trust Fund	35	37	+6%	
GA. Dept. of Banking & Finance	100	122	+22%	
Gov. Dept. of Veterans Service	133	131	-2%	
Gov. Dept. of Defense	254	470	+85%	
Gov. Statutory Finance Commission	77	49	-35%	
Gov. Employees Retirement Sys.	40	60	+50%	
Gov. Teachers Retirement Sys.	74	153	+107%	
General Assembly of Georgia	448	460	+3%	
Gov. Dept. of Audit	283	304	+7%	
George L. Smith II - GWPCA	410	499	+22%	
Georgia Banking Authority	380	333	-12%	
Georgia Public Broadcasting	107	101	-6%	
GA State Fin. & Invest. Comm.		66		
Admin. Office of the Courts	50	179	+358%	
Georgia Department of Law	167	186	+11%	
Superior Courts of Georgia	720	652	-9%	
Gov. Court of Appeals	70	83	+19%	
Supreme Court	60	64	+7%	
Total:	76,375	87,663	+15%	

Distribution of Employees by Tenure from 1996 to 2003 (Excluding Legislative and Judicial Branch Employees)

Tenure	October 96	October 97	October 98	October 99	October 00	October 01	October 02	September 03
5 or less	26,932	26,582	27,638	28,389	27,773	29,244	29,935	29,202
5+ to 10	15,136	14,039	13,982	13,806	13,714	14,242	14,937	15,660
10+ to 15	9,729	10,112	10,351	11,289	11,433	10,483	9,981	10,348
15+ to 20	7,482	7,199	6,846	6,646	6,955	7,242	7,522	7,959
20+ to 25	6,536	6,166	5,929	5,731	5,781	5,535	5,388	5,061
25+ to 30	3,595	4,017	4,291	4,672	4,512	4,364	4,097	4,011
Over 30	791	932	990	1,031	1,199	1,229	1,453	1,548
Grand Total	70,201	69,047	70,027	71,564	71,367	72,339	73,313	73,789

Percentages

Tenure	October 96	October 97	October 98	October 99	October 00	October 01	October 02	September 03
5 or less	38.36%	38.50%	39.47%	39.67%	38.92%	40.43%	40.83%	39.58%
5+ to 10	21.56%	20.33%	19.97%	19.29%	19.22%	19.69%	20.37%	21.22%
10+ to 15	13.86%	14.65%	14.78%	15.77%	16.02%	14.49%	13.61%	14.02%
15+ to 20	10.66%	10.43%	9.78%	9.29%	9.75%	10.01%	10.26%	10.79%
20+ to 25	9.31%	8.93%	8.47%	8.01%	8.10%	7.65%	7.35%	6.86%
25+ to 30	5.12%	5.82%	6.13%	6.53%	6.32%	6.03%	5.59%	5.44%
Over 30	1.13%	1.35%	1.41%	1.44%	1.68%	1.70%	1.98%	2.10%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Cumulative Percentage

Tenure	October 96	October 97	October 98	October 99	October 00	October 01	October 02	September 03
5 or less	38.36%	38.50%	39.47%	39.67%	38.92%	40.43%	40.83%	39.58%
5+ to 10	59.93%	58.83%	59.43%	58.96%	58.13%	60.11%	61.21%	60.80%
10+ to 15	73.78%	73.48%	74.22%	74.74%	74.15%	74.61%	74.82%	74.82%
15+ to 20	84.44%	83.90%	83.99%	84.02%	83.90%	84.62%	85.08%	85.61%
20+ to 25	93.75%	92.83%	92.46%	92.03%	92.00%	92.27%	92.43%	92.47%
25+ to 30	98.87%	98.65%	98.59%	98.56%	98.32%	98.30%	98.02%	97.90%
Over 30	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Approximately 40% of employees have less than 5 years of tenure. The fact that there has been no shift of employees from lower tenure cohorts to higher tenure cohorts since 1996 indicates that the state is having difficulty in stabilizing the workforce. Our agencies tend to be in a perpetual hiring mode.

Distribution of Employees by Age from 1996 to 2003 (Excluding Legislative and Judicial Branch Employees)

Age	October 96	October 97	October 98	October 99	October 00	October 01	October 02	September 03
25 or less	2,878	3,080	2,973	3,178	3,250	3,507	3,456	3,508
26+ to 35	17,070	16,861	16,341	16,717	16,840	16,005	16,260	16,499
36+ to 45	22,072	21,381	21,071	21,060	20,885	20,737	20,653	20,537
46+ to 55	20,420	20,060	21,491	22,190	22,495	22,901	22,916	22,747
56+ to 65	7,152	7,202	7,830	7,808	8,077	8,588	8,772	8,662
Over 65	0.02	0.03	0.02	0.03	0.20	0.71	7.23	7.95
Grand Total	70,501	69,584	70,707	71,564	71,367	72,339	73,313	73,789
Percentages:								
Age	October 96	October 97	October 98	October 99	October 00	October 01	October 02	September 03
25 or less	4.08%	4.43%	4.17%	4.44%	4.56%	4.85%	4.71%	4.75%
26+ to 35	24.33%	24.10%	23.14%	23.35%	23.48%	22.14%	22.20%	22.34%
36+ to 45	31.44%	30.73%	30.09%	29.47%	29.26%	28.67%	28.17%	27.87%
46+ to 55	29.10%	29.21%	30.50%	31.02%	31.52%	31.70%	31.26%	30.85%
56+ to 65	10.19%	10.36%	10.05%	10.94%	11.32%	11.90%	12.00%	11.89%
Over 65	0.04%	0.05%	0.06%	0.08%	0.27%	0.95%	9.80%	10.81%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Change to Number of Employees in Classified Service FY 1996 to FY 2003

End of Fiscal Year	Remaining Classified	
1996	62,333	
1997	53,816	
1998	47,308	
1999	41,934	
2000	38,047	
2001	33,351	
2002	30,174	
2003	27,371	
2004	23,846	projected
2005	21,220	projected
2006	18,883	projected
2007	16,804	projected
2008	14,954	projected
2009	13,307	projected
2010	11,841	projected

The projected number of unclassified employees at the end of a fiscal year is an exponentially declining function of the years since Merit System reform. The estimating function is $e^{11.01-.12Y}$ where Y is the number of years since M/S reform. Roughly 11% of the remaining employees leave each year.

Shifts in Percentages of Total Workforce Accounted for by Age/Tenure Cohorts from 1996 to 2003

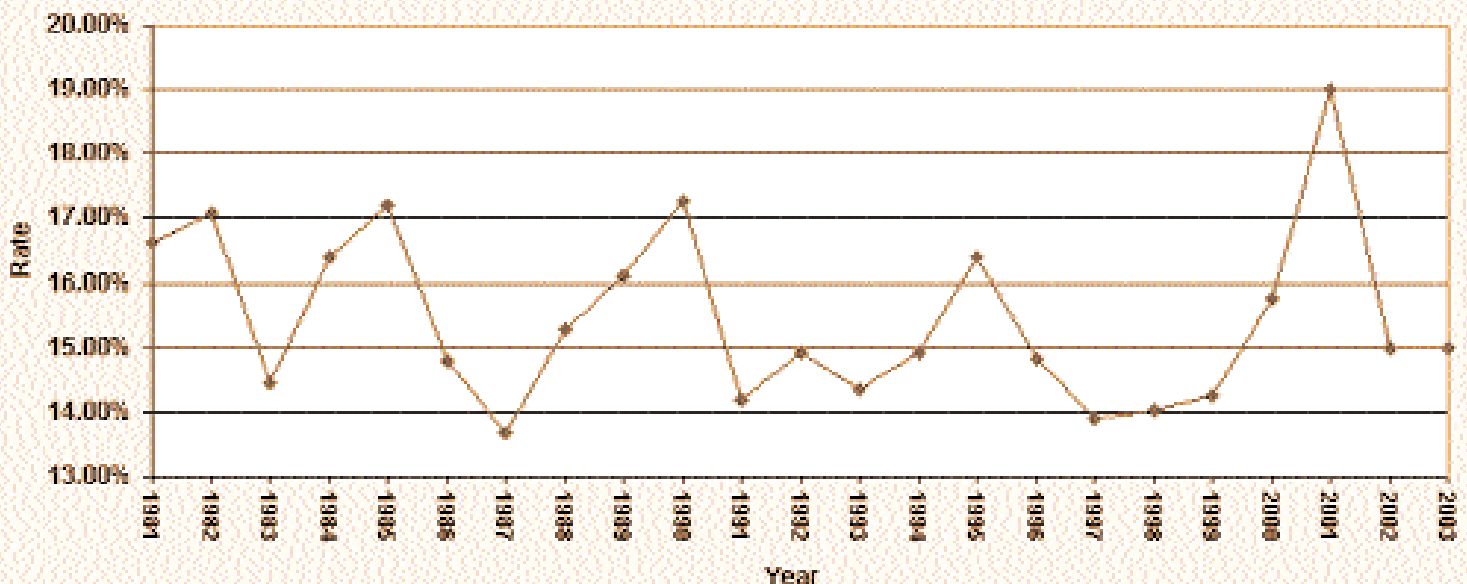
(Difference between percentage of workforce accounted for by cell in October 1996 and percentage accounted for by cell

AGE

TENURE	25 or less	25+ to 35	35+ to 45	45+ to 55	55+ to 65	Over 65	Grand Total
5 or less	0.47%	-0.73%	-0.47%	0.96%	0.93%	0.04%	1.21%
5+ to 10	0.04%	-0.35%	-0.74%	0.14%	0.53%	0.04%	-0.34%
10+ to 15	0.00%	-0.91%	-0.48%	0.57%	0.91%	0.08%	0.16%
15+ to 20	0.00%	-0.04%	-0.82%	0.44%	0.57%	-0.02%	0.13%
20+ to 25	0.00%	0.00%	-1.06%	-1.12%	-0.23%	-0.04%	-2.45%
25+ to 30	0.00%	0.00%	-0.04%	0.15%	0.22%	-0.01%	0.31%
Over 30	0.00%	0.00%	0.00%	0.59%	0.38%	0.00%	0.97%
Grand Total	0.51%	-2.02%	-3.61%	1.73%	3.30%	0.10%	0.00%

Since the early 1990's, the state has been attempting to attract a larger number of younger employees who would become career employees. Despite these efforts, the opposite trend is persisting. The number of employees in the younger age cohorts is declining. The number of employees 45 years and over in the low tenure cohorts is increasing. Essentially, agencies are maintaining their staffing by hiring increasing numbers of older workers who will have short careers if they retire at or before age 65.

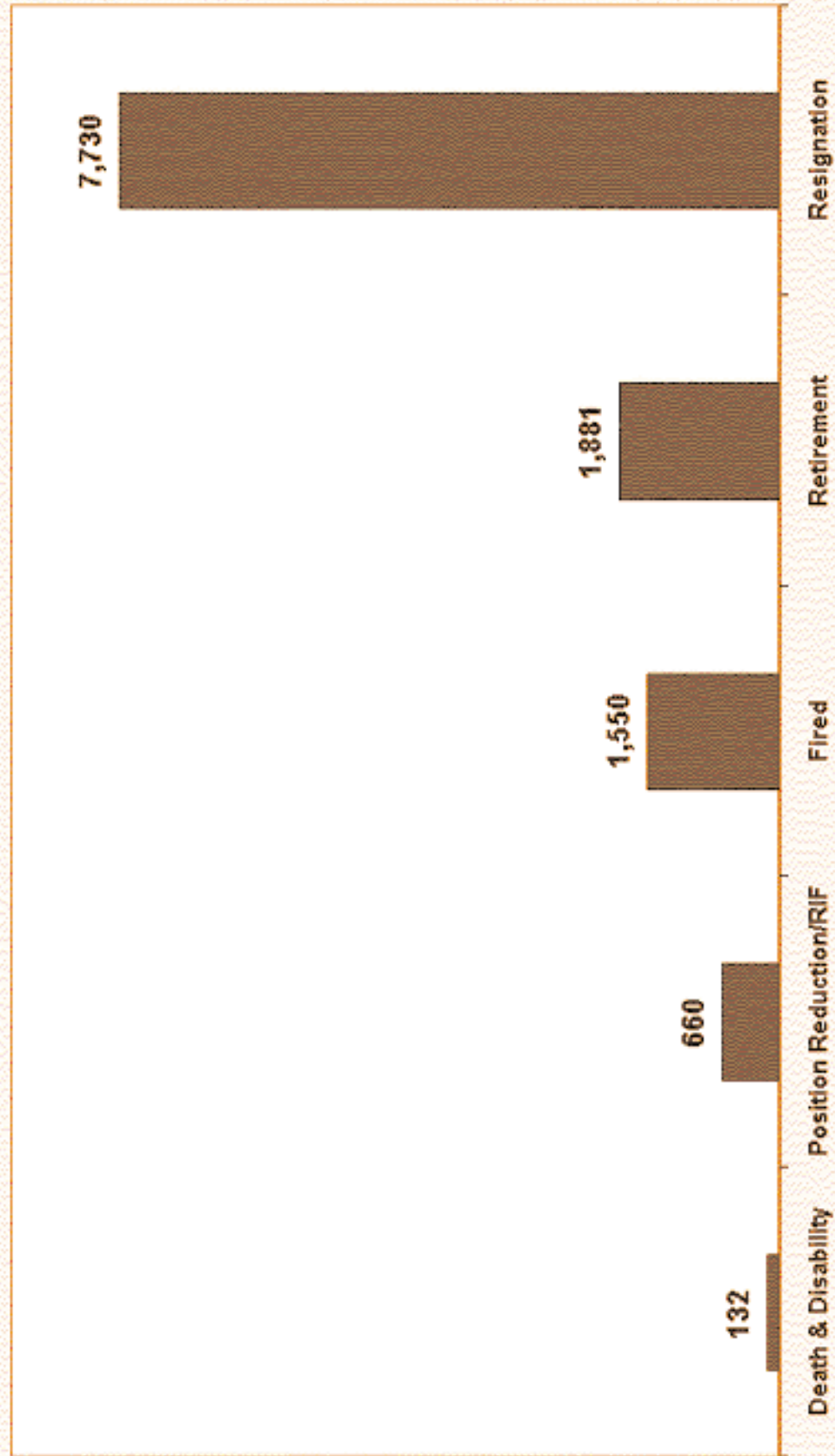
Turnover Rates 1981 - 2003



FY 2003 Turnover by Cause

11,959 Total Actions

14.9% of Employee Population on 7/1/2002



Total Compensation & Rewards

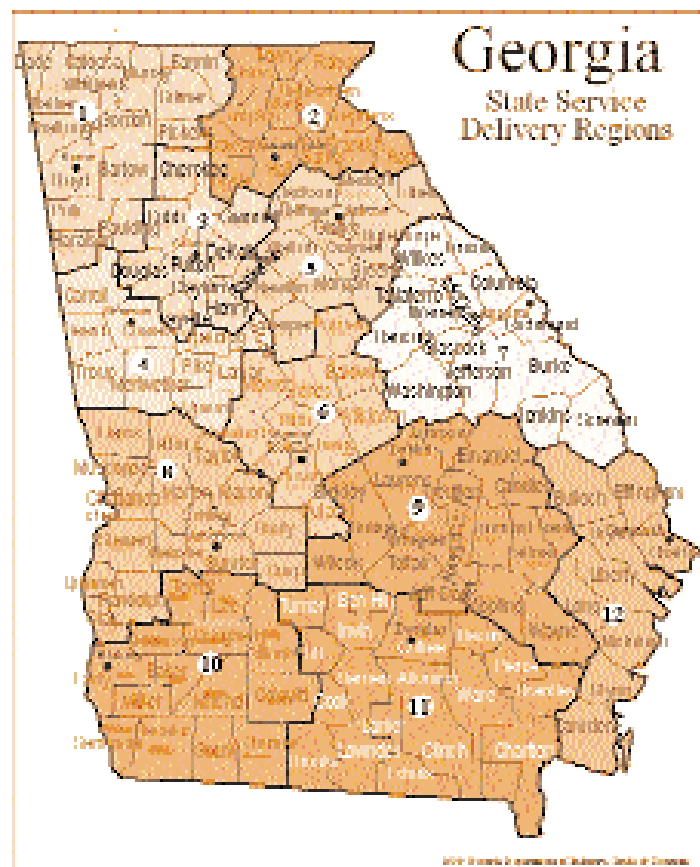
Distribution of Employees by Department

Distribution of Employees by Department (July 1, 2003 Data)			Distribution of Employees by Department (July 1, 2003 Data)		
Agency	Number of Employees	Percent of All Employees	Agency	Number of Employees	Percent of All Employees
Ga. Dept. of Human Resources/DFCS	18,502	22.30%	Office of Planning and Budget	395	0.48%
Ga. Dept. of Corrections	14,080	16.97%	Secretary of State	365	0.44%
Community Service Boards	8,133	9.80%	Ga. Dept. of Audits	322	0.39%
Ga. Dept. of Transportation	5,870	7.08%	DHR - BOCOP	284	0.34%
DHR - Public Health	5,164	6.22%	Ga. Dept. of Admin. Services	273	0.33%
Technical Colleges	4,705	5.67%	Office of Comm. of Insurance	251	0.30%
Ga. Dept. of Labor	4,057	4.89%	Dept. of Technical & Adult Ed.	226	0.27%
Dept. of Juvenile Justice	3,956	4.77%	Georgia Department of Law	187	0.23%
Ga. Dept. of Natural Resources	2,486	3.00%	Georgia Public Broadcasting	184	0.22%
Ga. Dept. of Public Safety	1,536	1.85%	GA. Industry, Trade & Tourism	177	0.21%
Ga. Dept. of Motor Veh. Safety	1,347	1.62%	Ga. Correctional Industries	171	0.21%
Department of Revenue	1,022	1.23%	Admin. Office of the Courts	168	0.20%
Superior Courts of Georgia	896	1.08%	State Board of Workers' Comp	153	0.18%
Ga. Bureau of Investigation	874	1.05%	Ga. Merit System of Pers. Adm.	144	0.17%
State Board Pardons & Paroles	764	0.92%	Ga. Teachers Retirement Sys.	144	0.17%
Ga. Dept. of Agriculture	730	0.88%	Ga. Dept. of Veterans Service	125	0.15%
Georgia Technology Authority	721	0.87%	GA Dept of Banking & Finance	118	0.14%
Georgia Forestry Commission	682	0.82%	Ga. Public Service Commission	90	0.11%
Ga. Dept. of Education	613	0.74%	Ga. Court of Appeals	83	0.10%
George L. Smith II - GWCCA	523	0.63%	Office of School Readiness	78	0.09%
General Assembly of Georgia	488	0.59%	Supreme Court	63	0.08%
Ga. Dept. of Community Health	472	0.57%	Ga. Employees Retirement Sys.	52	0.06%
Ga. Dept. of Defense	408	0.49%	Ga. Student Finance Commission	51	0.06%
Ga. Dept. of Community Affairs	403	0.49%	Subsequent Injury Trust Fund	31	0.04%
Georgia Building Authority	396	0.48%	Totals:	82,963	100.00%

Total Compensation & Rewards

Distribution of Employees by Region [See Map of Regions Below]

Distribution of Employees by Region (July 1, 2003 Data)			
Region Name	Region Number (on Map)	Number of Employees	Percent of All Employees
Atlanta Region	3	27,154	33.27%
Macon/Warner Robins Region	6	8,143	9.98%
Savannah Region	12	6,348	7.78%
Augusta Region	7	6,017	7.37%
Rome Region	1	5,468	6.70%
Blakely Region	10	4,971	6.09%
Dublin Region	9	4,872	5.97%
Douglas Region	11	4,685	5.74%
Americus Region	8	4,069	4.99%
Newman Region	4	3,747	4.59%
Gainesville Region	2	3,473	4.26%
Athens Region	5	2,665	3.27%



Total Compensation & Rewards

Distribution of Employees in the Largest State Institutions

Distribution of Employees in the Largest State Institutions (Page 1, 2005 Data)		
Type of Institution	Institution Name	Number of Employees
Correctional Facility	Georgia State Prison (Maidenville, GA)	601
	Anguilla State Medical Prison (Conestown, GA)	452
	Valdosta/Lowndes State Prison (Valdosta, GA)	436
	Americus State Prison (Alto, GA)	428
	Georgia Diagnostic and Classification Prison (Jackson, GA)	407
	Ware State Prison (Waynesville, GA)	407
	Way State Prison (Irion, GA)	407
State Hospital	Central State Hospital	2,612
	Brookwood State School & Hospital	1,214
	Georgia Regional Hospital at Atlanta	938
	Southwestern State Hospital	740
	Northwest Regional Hospital at Rome	753
	West Central Regional Hospital at Columbus	624
	Georgia Regional Hospital at Augusta	510
	Georgia Regional Hospital at Savannah	446
Youth Development Center	Inland Youth Development Center	426
	Eastman Youth Development Center	347
	Anguilla Youth Development Center	287
	Macon Youth Development Center	217
	Sumter Youth Development Center	208
Rehabilitation Center	Warm Springs Rehabilitation Center	492

- Approximately 8,065 state employees work at the Capitol Hill/2 Peachtree complex.

Total Compensation & Rewards

Distribution of Employees by Salary Grade

Distribution of Employees by Salary Grade (July 1, 2005 Data)						
Grade	Minimum	Midpoint	Maximum	Number of Employees	Percent of All Employees	Cumulative Percentage
005	\$14,172.00	\$17,340.72	\$21,566.16	614	0.85%	0.85%
006	\$15,101.36	\$19,088.88	\$24,441.36	1,004	1.39%	2.25%
007	\$16,601.52	\$21,023.12	\$27,334.12	4,610	6.37%	8.70%
008	\$18,000.12	\$23,150.88	\$30,564.96	4,670	6.44%	15.14%
009	\$19,451.36	\$25,400.40	\$34,040.40	8,664	11.95%	27.09%
010	\$21,434.88	\$27,996.96	\$37,515.76	2,677	3.69%	30.78%
011	\$23,611.60	\$30,705.20	\$41,401.92	17,001	23.54%	54.33%
012	\$25,891.28	\$33,864.96	\$45,413.16	6,370	8.78%	63.11%
013	\$28,541.20	\$37,162.08	\$49,908.48	9,007	12.53%	75.64%
014	\$31,474.08	\$40,992.72	\$53,072.08	5,129	7.08%	82.72%
015	\$34,131.36	\$45,003.16	\$60,487.20	4,785	6.60%	89.32%
016	\$37,001.28	\$49,663.20	\$66,425.12	2,524	3.48%	92.80%
017	\$41,308.96	\$54,534.96	\$73,323.60	1,910	2.66%	95.46%
018	\$45,001.12	\$59,805.12	\$80,545.92	1,418	1.96%	97.42%
019	\$50,652.96	\$66,103.92	\$88,483.44	885	1.23%	98.65%
020	\$55,621.20	\$73,608.16	\$97,308.64	473	0.65%	99.30%
021	\$61,050.36	\$79,761.60	\$106,807.68	313	0.43%	99.73%
022	\$67,421.52	\$87,622.08	\$117,942.48	110	0.15%	99.88%
023	\$74,000.64	\$96,742.12	\$129,600.48	75	0.10%	99.98%
024	\$81,151.68	\$106,209.60	\$143,403.28	3	0.00%	99.98%
025	\$89,820.24	\$116,801.12	\$157,278.72	12	0.02%	99.99%
026	\$98,602.16	\$128,341.80	\$172,625.76	11	0.02%	100.00%
Totals:				72,617	100.00%	

- 72,617 employees or 88% of the regular workforce are assigned to the Statewide Salary plan.
- Statewide plan employees are assigned to jobs written in a standard format. The jobs are assigned to pay grades. And the employee's pay range is determined by the grade assignment of the job.
- The minimum salary of the grade assigned to a job is typically the hiring salary for that job.
- The Statewide plan covers employees at all occupational levels from service, clerical, and maintenance workers to division directors.
- Smaller, specialized salary plans cover Physicians, teachers at state institutions, technical school employees, authorities, and the Judicial and Legislative branches.

Total Compensation & Rewards

Distribution of Employees Within Salary Grade Range

Distribution of Employees Within Salary Grade Range (July 1, 2003 Data)			
Position in Salary Grade Range	Number of Employees	Percent of All Employees	Cumulative Percentage
Lowest Quarter	42,323	38.36%	38.36%
2nd Quarter	19,102	22.17%	60.53%
3rd Quarter	8,199	11.70%	72.23%
Highest Quarter	3,058	6.97%	79.20%
Over Maximum	431	0.60%	100.00%
Totals:	73,613	100.00%	

- 17,013 employees or 23% are at the minimum salary for their pay grades
- 75% of employees are at salaries below the midpoints of their pay grades
- State salaries average 10% to 15% behind competitive market rates

Distribution of Employees by Occupational Level

Distribution of Employees by Occupational Level (July 1, 2003 Data)			
Occupational Level	Number of Employees	Percent of All Employees	Cumulative Percentage
Initial Opportunity (Grades 5-10)	22,318	30.32%	30.32%
Paraprofessional/Technical (Grades 11-14)	17,905	24.32%	54.64%
Professional/Management (Grades 15 and Higher)	13,405	18.36%	100.00%
Totals:	73,648	100.00%	

- We're predominantly low-tech, high-touch.
- Our largest occupational categories: customer service, patient care, inmate supervision, counseling, vocational guidance, program administration.
- Our jobs require person-to-person contact with a personal touch, and they are difficult to automate.
- We're occupationally diverse, with 208 occupational categories covering almost every occupational grouping in standard industrial classification systems.
- Small groups of employees provide specialized and diverse but essential functions (5% of workforce covers 56% of occupational categories).
- Our major occupational categories are all on state and US DOL lists of jobs with highest predicted growth over next decade: Health Aides, Clerical Support Staff, Correctional Officers, Nurses, and General Management.

Total Compensation & Rewards

Estimates of Employees in Managerial or Supervisory Positions

Estimates of Employees in Managerial or Supervisory Positions (July 1, 2003 Data)				
Position Type	Number of Employees	Average Salary	Average Tenure	Average Age
Employees on Senior Executive Plan	534	\$94,676.44	14.70	51.23
Officers and Administrators	1,814	\$72,379.23	13.61	49.00
Supervisors and Managers	8,520	\$49,017.10	11.23	47.14

- Employees on Senior Executive Plan are agency heads or direct reports of agency heads in policy-making and confidential positions with annual salaries of \$50,000 or over.
- The category Officers and Administrators is based on an Equal Opportunity reporting code. Employees assigned to this code would be managers above Division Director level or managers of major state institutions such as hospitals, prisons, or youth development centers.
- The category Supervisors and Managers includes all employees on the statewide salary plan with a mandatory supervisory responsibility in their job description. It includes both upper-level managers and line supervisors.

Distribution of Employees by Functional Area

Distribution of Employees by Functional Area (July 1, 2003 Data)					
Functional Area	Proportion of Employees				
	All Employees	Employees in Grades 5-10	Employees in Grades 11-14	Employees in Grades 15-27	Employees on Other Salary Plans (Not SWB)
Public Safety/Corrections/Intelligence	20.90%	3.20%	16.93%	15.78%	0.10%
Health Care	16.60%	29.93%	10.13%	13.10%	4.68%
General Support Services	14.11%	10.05%	5.05%	9.43%	15.03%
Social Services/Counseling	13.05%	3.85%	21.45%	10.41%	0.10%
Education, Instruction & Testing	6.60%	4.85%	0.73%	1.53%	99.73%
Financial Management/Business	4.85%	1.73%	5.03%	7.73%	3.50%
Facilities, Materials, and Equipment	4.63%	6.25%	4.31%	1.67%	3.03%
Information & Telecommunication Systems	3.58%	3.88%	1.73%	9.16%	6.07%
Regulatory Compliance	3.47%	1.13%	3.45%	9.23%	0.30%
Transportation	3.21%	0.53%	0.03%	0.15%	0.00%
Personnel Administration	3.75%	0.10%	4.34%	3.87%	0.68%
Field Services/Farm Services	1.70%	4.97%	0.59%	0.15%	0.57%
Engineering/Technical Support	1.70%	1.21%	1.13%	4.47%	0.07%
Laboratory Services/Physical Sciences	1.03%	0.56%	1.00%	2.73%	0.00%
Parks, Recreation & Natural Resources	0.83%	0.11%	0.66%	2.96%	0.07%
Legal	0.60%	0.34%	0.43%	2.01%	0.16%
Real Estate/Property Management	0.23%	0.00%	0.10%	0.51%	0.02%
Total	100%	100%	100%	100%	100%

Total Compensation & Rewards

Distribution of Employees In Largest Subfunctional Areas

Subfunctional Areas with Largest Number of Employees (July 1, 2008 Data)	
Area	Number of Employees
Correctional Security	10,757
Administrative/Clerical/Word Processing	7,978
Public Assistance Services	4,891
Mental Health Services	3,716
Nursing	3,612
Health Care Administration	2,672
Child & Adult Protective & Placement Srv	2,631
Vehicle Operations	2,423
Vocational/Technical Instruction	1,600
Accounting	1,518
Parole, Probation	1,507
Food Preparation and Service	1,289
Client Custodial Care	1,279
Guard Services/Building Security	1,242
Juvenile Justice	1,242
Inmate Investigations	1,242
Investigations (Criminal, Fraud)	1,242
Total:	27,304

Distribution of Employees In Jobs with the Largest Number of Incumbents

Jobs on Pay Grades 5-10 with Largest Number of Incumbents (July 1, 2008 Data)						
Job Title	Number of Employees	FY 2008 Turnover Rate	Hiring Salary	Average Salary	Average Tenure	Average Age
Program Assistant (DHR)	1,058	13%	\$19,455.36	\$22,362.83	8.55	42.55
Health Services Tech 1 MS	1,003	27%	\$16,600.52	\$18,105.44	6.30	30.55
Secretary 2	1,170	11%	\$19,455.36	\$23,541.15	9.77	44.34
Housekeeper	1,032	31%	\$16,600.52	\$17,305.93	3.35	43.40
Clark 2, General	923	15%	\$19,455.36	\$22,464.54	7.53	42.23
Equipment Operator 2 (DOT)	815	13%	\$16,600.52	\$21,223.65	5.76	41.80
Recd Serv Tech 2	779	25%	\$19,455.36	\$22,567.85	6.30	41.32
Clark 1, General	702	12%	\$18,000.12	\$19,707.38	5.91	42.38
Instructor 1	568	13%	\$18,000.12	\$20,786.10	10.31	44.64
Secretary 1	566	17%	\$18,000.12	\$20,410.32	6.51	41.52
Recd Serv Tech 1	544	23%	\$18,000.12	\$19,955.70	5.60	42.58
Equipment Operator 3 (DOT)	509	2%	\$18,000.12	\$24,862.67	9.83	43.61
Program Assistant (DHR)	501	2%	\$21,434.88	\$26,591.58	10.58	44.03
Housekeeper	483	15%	\$14,172.00	\$16,624.93	3.29	45.96
Food Service Supervisor C/D/C	419	23%	\$19,455.36	\$22,385.68	5.32	45.97
Food Service Employee 1	407	15%	\$15,303.36	\$17,362.63	7.58	43.23
Muscle Licensed Practical Npt	388	34%	\$19,455.36	\$26,230.69	11.04	46.57
Health Services Tech 2 MS	350	15%	\$18,000.12	\$22,300.21	14.13	46.07
Nursing Assist, Certified	314	16%	\$16,600.52	\$17,617.28	6.13	39.92
Institutional Aide	287	17%	\$16,600.52	\$17,524.26	5.57	43.37
Muscle Licensed Practical PH	285	24%	\$19,455.36	\$23,074.43	6.37	44.92
Maintenance Equipment Oper	279	4%	\$19,455.36	\$28,960.09	14.61	45.35
Equipment Operator 1 (DOT)	261	41%	\$15,303.36	\$17,300.19	0.64	35.34

Total Compensation & Rewards

Jobs on Pay Grades 11-14 with Largest Number of Incumbents						
(April 1, 2009 Data)						
Job Title	Number of Employees	FY 2008 Turnover Rate	Hiring Salary	Average Salary	Average Tenure	Average Age
Correctional Officer	7,682	28%	\$23,613.60	\$25,821.31	5.87	38.34
Social Serv. Case Manager	1,405	21%	\$28,543.30	\$33,373.67	7.13	38.70
Family Independence Case Mgr. 1	1,440	15%	\$23,613.60	\$26,509.37	7.13	39.43
Juvenile Correctional Officer	1,408	28%	\$23,613.60	\$24,877.31	3.77	36.22
Accountant, Paraprofessional	861	6%	\$23,613.60	\$28,169.32	11.79	44.64
Family Independence Case Mgr. 2	771	6%	\$25,895.38	\$30,967.34	10.71	41.31
Probation Officer I/2	713	7%	\$28,543.30	\$34,193.66	10.46	40.18
Social Serv. Provider 1	626	13%	\$25,895.38	\$30,758.71	6.03	41.61
Miss: PH	574	20%	\$31,474.08	\$35,721.74	5.66	43.53
DFCS Mixed/Ed Flightly Spec	570	11%	\$23,613.60	\$28,776.61	9.76	41.80
Sergeant (CDOC)	556	10%	\$28,543.30	\$30,278.77	10.40	41.76
DOC, Services Specialist	553	13%	\$23,613.60	\$26,424.27	7.32	45.54
Social Serv. Tech 3	442	24%	\$23,613.60	\$27,374.79	8.60	43.40
Family Independence Cx Mgt. Sup.	414	7%	\$28,543.30	\$38,885.91	16.63	46.02
Caseworker	383	10%	\$28,543.30	\$31,340.66	8.12	41.30
Child Sup. Educ. Agent	377	8%	\$25,895.38	\$29,012.90	10.74	42.52
Range 1	357	6%	\$25,895.38	\$27,966.04	10.38	40.15
Administrator, Account	348	11%	\$25,895.38	\$34,093.01	13.30	46.00
Social Serv. Case Mgt. Assoc.	343	13%	\$25,895.38	\$26,380.61	1.72	31.70
Secretary 3	316	7%	\$23,613.60	\$29,416.90	11.38	44.83
Paralel. Officer	310	6%	\$28,543.30	\$34,827.73	9.19	39.02
Juvenile Probation/Parole Spec. 2	296	10%	\$28,543.30	\$29,910.36	5.42	34.37
Highway Maintenance Function	288	7%	\$23,613.60	\$34,010.98	17.22	44.72
Juvenile Correctional Officer 2	279	8%	\$25,895.38	\$28,343.02	7.64	40.27
Office Manager	279	7%	\$23,613.60	\$29,406.59	15.01	47.22
Challenger, Civil Traffic CDOC	274	13%	\$23,613.60	\$26,070.10	6.30	43.99
Lawment (CDOC)	270	9%	\$28,543.30	\$33,163.93	13.86	42.33

Jobs on Pay Grades 15-27 with Largest Number of Incumbents						
(April 1, 2009 Data)						
Job Title	Number of Employees	FY 2008 Turnover Rate	Hiring Salary	Average Salary	Average Tenure	Average Age
Transport Prod. Clerk	470	5%	\$34,133.36	\$36,915.89	10.99	36.82
Social Serv. Supervisor	393	10%	\$34,133.36	\$42,199.56	12.47	43.40
Miss: Sponsored, PH	277	8%	\$34,133.36	\$40,587.18	8.35	45.26
DFCS Program Consultant	224	6%	\$34,133.36	\$46,142.32	16.55	48.55
Miss: Probation	188	11%	\$41,808.96	\$53,382.91	12.91	49.26
Miss: Charge (Inpatient)	135	13%	\$34,133.36	\$45,747.33	10.87	50.45
Environmental Engineer 3	127	6%	\$45,003.12	\$53,643.33	9.04	40.48
Miss: Manager, County	120	6%	\$37,901.28	\$49,645.01	15.35	49.37
Environmental Sponsored 3	115	3%	\$34,133.36	\$42,917.35	12.54	45.32
Special Agent 3	110	7%	\$41,808.96	\$46,088.33	14.26	41.74
Social Serv. Coordinator	108	8%	\$34,133.36	\$45,842.80	13.71	47.51
ORS Nurse Supervisor	104	13%	\$34,133.36	\$45,287.48	6.44	52.19
Manager Supervisor PH	100	9%	\$34,133.36	\$44,407.17	11.95	48.18
Environmental Health Spec 4	96	4%	\$34,133.36	\$42,931.83	14.26	46.91
PHSD Program Consultant 1	90	15%	\$34,133.36	\$44,872.10	7.37	43.44
Corporal	79	1%	\$37,901.28	\$41,549.65	13.67	37.72
Program Director 1	79	11%	\$41,808.96	\$57,777.23	11.81	47.94
Social Serv. Coord 2	74	9%	\$37,901.28	\$51,890.15	14.00	49.38
EPD Environmental Program Mgr 1	73	4%	\$50,652.96	\$59,778.72	15.54	45.66

Total Compensation & Rewards

Distribution of Employees by Ethnic Group and Gender

Distribution of Employees by Ethnic Group and Gender: Comparison Between State Government and the Private Sector (July 1, 2003 Data)			
Ethnic Group	Gender	Percentage of Employees	
		Georgia State Government	Private Sector
White:	Female	31.03%	26.00%
	Male	21.57%	30.00%
Black:	Female:	28.67%	16.60%
	Male	13.20%	14.00%
Hispanic:	Female:	0.59%	3.10%
	Male	0.32%	4.00%
Asian:	Female	0.41%	1.00%
	Male	0.36%	1.00%
Totals:		99.18%	99.70%

Ethnic Group Totals: Comparison Between State Government and the Private Sector (July 1, 2003 Data)		
Ethnic Group	Percentage of Employees	
	Georgia State Government	Private Sector
White	56.60%	60.30%
Black	41.87%	30.60%
Hispanic:	0.91%	7.10%
Asian	0.60%	2.00%
Totals:	99.18%	99.70%

Gender Totals: Comparison Between State Government and the Private Sector (July 1, 2003 Data)		
Gender	Percentage of Employees	
	Georgia State Government	Private Sector
Female	61.29%	46.00%
Male	38.89%	53.70%
Totals:	99.99%	99.70%

Total Compensation & Rewards

Distribution of Employees by Age and Tenure

Distribution of Employees by Age and Tenure (November 15, 2002 Data)							
Tenure	Age						Totals
	25 or less	26 to 35	36 to 45	46 to 55	56 to 65	over 65	
5 or less	3,608	12,388	8,812	6,635	2,388	190	31,991
6 to 10	59	1,723	5,388	1,617	2,096	219	10,092
11 to 15		902	1,126	3,797	1,898	163	11,206
16 to 20		46	3,241	3,196	1,136	101	8,009
21 to 25			1,092	3,389	1,296	63	5,810
26 to 30			91	3,057	1,293	79	4,463
Over 30				938	601	17	1,606
Totals:	3,667	15,091	23,013	25,500	10,048	918	81,486

Percentages of Employees by Age and Tenure (November 15, 2002 Data)							
Tenure	Age						Totals
	25 or less	26 to 35	36 to 45	46 to 55	56 to 65	over 65	
5 or less	4.37%	14.96%	10.68%	8.07%	2.90%	0.23%	41.21%
6 to 10	0.07%	5.73%	6.51%	3.60%	2.50%	0.20%	20.73%
11 to 15		1.09%	5.37%	4.60%	2.30%	0.22%	13.59%
16 to 20		0.06%	3.91%	4.18%	1.60%	0.13%	10.07%
21 to 25			1.32%	4.11%	1.50%	0.10%	7.04%
26 to 30			0.11%	3.71%	1.51%	0.09%	5.42%
Over 30				1.16%	0.73%	0.06%	1.95%
Totals:	4.45%	11.86%	17.00%	31.40%	13.17%	1.13%	100.00%

Total Compensation & Rewards

Flexible Benefits

Benefit	No. Enrolled	% Active Emp.	No. Enrolled	%Active Emp.
Employee Life Insurance				
Life Insurance - 1	18,723	17.74	16,055	17.80
Life Insurance - 2	23,631	22.40	20,394	22.61
Life Insurance - 3	18,185	17.23	17,345	19.23
Life Insurance - 4	13,545	12.84	10,640	11.79
Life Insurance - 5	8,394	7.95	3,275	9.17
Total	82,478	78.19	72,709	80.62
Accidental Death and Dismemberment				
AD & D - 1	12,708	12.04	12,123	13.44
AD & D - 2	10,970	10.39	10,957	12.15
AD & D - 3	15,680	14.86	16,316	18.09
AD & D - 4	6,229	5.90	6,297	6.98
AD & D - 5	19,639	18.61	19,869	22.03
Total	65,226	61.83	65,562	72.70
Spouse Life Insurance*				
SL Level 1	5,577	5.28	6,316	7.00
SL Level 2	14,259	13.51	9,755	10.81
SL Level 3	17,673	16.75	16,544	18.34
SL Level 4	1,537	1.45	1,677	1.85
SL Level 5	3,111	2.94	1,677	1.85
Child Life Insurance*				
CL 3X	4,943	4.68	5,634	6.24
CL 6X	6,006	5.69	6,878	7.62
CL 10X	8,658	8.20	3,077	3.41
CL 15X	1,702	1.61	1,475	1.63
CL 20X	19,236	18.23	18,203	20.18
Total	40,545	38.43	35,267	39.10
Short-term Disability Insurance*				
STD + SS 30	28,888	27.38	29,474	32.68
STD - SS 30	2,003	1.89	2,001	2.21
STD + SS 07	5,205	4.93	4,412	4.89
STD - SS 07	11,229	10.64	234	0.25
Total	47,325	44.86	36,121	40.05
Long-term Disability Insurance				
LTD - Ret + SS	27,827	26.38	27,144	30.10
LTD + Ret + SS	10,738	10.17	11,437	12.68
LTD - Ret - SS	14,785	14.01	1,932	2.14
LTD + Ret - SS	840	0.79	904	1.00
Total	54,190	51.37	41,417	45.92
Dental Insurance				
Dental - Single	25,675	24.34	21,751	24.12
Dental - Family	25,698	24.36	20,982	23.26
Dental, PPO - Single	5,563	5.27	4,986	5.52
Dental, PPO - Family	5,718	5.42	5,235	5.80
Dental, PRPD - Single	3,774	3.57	1,930	2.14
Dental, PRPD - Family	4,568	4.33	2,311	2.56
Total	70,996	67.30	57,195	63.42
Spending Accounts				
SA - Health	9,212	8.73	9,259	10.26
SA - Dependent	989	0.93	994	1.10
Total	10,201	9.66	10,253	11.36
Legal Insurance*				
Legal Ins - Single	5,171	4.90	5,104	5.65
Legal Ins - Family	5,142	4.87	5,097	5.65
Total	10,313	9.77	10,201	11.31
Long Term Care*				
LTC - Base	2,293	2.17	2,415	2.67
LTC - Inflation Prot.	198	0.18	219	0.24
LTC - Red. Pd. Up	161	0.15	167	0.18
LTC - Infl./Red	80	0.07	89	0.09
Total	2,732	2.58	2,890	3.20
Vision Insurance				
Vision - Single	23,391	22.17	21,22	16,244
Vision - Family	21,763	20.63	18.90	15,148
Total	45,154	42.80	40.12	31,392

*Does not include pre-tax reductions

Peach State Reserves

(The Georgia Retirement Investment Plan)

The world equity markets have seen a welcome upswing during the second half of this fiscal year. Enrollment in Peach State Reserves over the last fiscal year has increased by 12 percent. This year, the Plan:

- ❑ Implemented a Section 403(b) Plan. The State of Georgia Deferred Compensation Program obtained the first Private Letter Ruling of its kind from the IRS allowing for commingling of 403(b) Plan assets in a Group Trust with 457 and 401(k) assets. This allows the state to provide a defined contribution plan to schoolteachers and other educational employees at a significantly reduced cost than could otherwise be obtained from private sector brokers and annuity providers.

Total Plan Assets and Enrollment including Employer Contributions and Rollovers

457 Plan

	Enrolled	Change	% Change	Assets	Change	% Change
6/30/2001	17,967	(632)	-3%	465,108,331	(43,421,619)	-9%
6/30/2002	18,483	516	3%	426,264,224	(38,844,107)	-8%
6/30/2003	18,056	(427)	-2%	440,397,783	14,133,559	3%
	% Change FY 00 - 03		-1%			-5%

401(k) Plan

	Enrolled	Change	% Change	Assets	Change	% Change
6/30/2001	16,638	3,255	24%	66,915,214	18,202,831	37%
6/30/2002	19,362	2,724	16%	88,704,779	21,789,565	33%
6/30/2003	13,383	1,251	6%	123,461,165	34,756,386	39%
	% Change FY 00 - 03		24%			85%

457 and 401(k) Plans combined

	Enrolled	Change	% Change	Assets	Change	% Change
6/30/2001	34,605	2,623	8%	532,023,545	(25,218,788)	-5%
6/30/2002	37,845	3,240	9%	514,969,003	(17,054,542)	-3%
6/30/2003	38,669	824	2%	563,858,948	48,889,945	9%
	% Change FY 00 - 03		12%			6%

Worklife Benefits

Employee Assistance Program

The Employee Assistance Program (EAP) serves as an incentive to all employees and is part of the total rewards and compensation package. The primary goal of the program is to provide early intervention and prevention services. The EAP provides free, confidential preliminary assessments to help identify the nature of an employee's problems and, if needed, make a referral to an outside organization, facility or program that can assist the employee in resolving his or her situation. Employee assistance professionals are available for employees who have a wide range of personal and work related concerns. Participation in the EAP is voluntary and, ultimately, the employee's decision to participate. This year, EAP:

- ❑ Assisted 108 employees.

Wellness Program

The Georgia Merit System has formed a partnership with the Department of Community Health to promote healthy lifestyles and to encourage a greater understanding of wellness throughout the state. The purpose of the Wellness Program is to promote healthy lifestyles for employees and to improve the physical and mental health of employees through a variety of wellness/fitness activities. The intent is to create a culture of wellness to improve the overall quality of life for employees and their families. At wellness fairs, attendees have access to educational tools and resources that include, but are not limited to; flu shots, blood pressure checks, Body Mass Index (BMI) tests, massages, and bone density tests. Both the EAP and Wellness program have the potential to reduce the costs associated with worker's compensation claims, medical claims and absenteeism. This year, the wellness program:

- ❑ Conducted three Wellness Fairs in Macon, and Metro Atlanta
- ❑ Provided resources and information to 1511 employees

Employee Recognition Program

State Employee Recognition is an annual event held in conjunction with National Public Service Recognition Week to celebrate the important contributions of state employees. A formal ceremony and Proclamation signing was held on May 7, 2003 at the James H. Sloppy Floyd Veterans Building.

- ❑ Sixty-nine nominations were submitted from state agencies.
- ❑ Twenty-eight award winners were recognized in the seven award categories of customer service, community service, heroism, innovations/suggestions, safety, teamwork and leadership.
- ❑ Two employees were recognized for 40 years of service with the State of Georgia.
- ❑ The Georgia Technology Authority videotaped the ceremony.
- ❑ National recognition and publicity received from the National Association of State Personnel Executives (NASPE).

Worklife Benefits, continued

State Charitable Contributions Program

The State Charitable Contributions Program (SCCP) is a statewide, community-based program that is administered by the Merit System. SCCP provides an opportunity for employees to donate to charities of their choice through payroll deduction.

- ❑ During FY 2003, state employees and employees of the Georgia University System contributed \$2.8 million to various non-profit organizations throughout the state.

Faithful Service Awards

Faithful Service Awards Program recognizes graduated years of employee service with a pin and/or certificate. Retirees with 30 or more years of service receive their choice of a wrist-watch or a plaque. Retirees with less than 30 years of service receive a lapel pin. The Merit System:

- ❑ Presented 13,801 awards based on graduated years of service.
- ❑ Presented 794 awards to retirees with 30 or more years of service.
- ❑ Presented 1,157 awards to retirees with less than 30 years of service.

Teleworking

Telework is a management option that allows eligible employees to work at home or other remote locations for a selected time period. Telework options help retain valued employees and recruit quality applicants. In fiscal year 2003,

- ❑ GMS conducted a six-month statewide telework pilot with the participation of four state agencies.
- ❑ Developed, tested, and verified best practice policies and procedures to support the implementation of a successful statewide teleworking program in Georgia.
- ❑ Published pilot results online and established an ongoing website presence for general Telework information
- ❑ Collaborated with Georgia Technology Authority to create a "Guide to Telework" in PeopleSoft to accompany a module to capture telework participation of state agencies.

Employee Suggestion Program

State employees can make and track their suggestions for cost-saving improvements on-line. This process allows employees to review a historical view of submitted suggestions, search for suggestion key words, show topics for suggestions, and show co-sponsored suggestions. Departmental coordinators can also read and evaluate suggestions on-line.

- ❑ Forty suggestions were submitted during FY 2003.
- ❑ Two state employees' suggestions were adopted and generated over \$37,000 tangible and intangible savings.
- ❑ One employee received a monetary award totaling \$3,798.00
- ❑ Two employees received a monetary award totaling \$114 for submitting cost-savings procedures.
- ❑ The program is accessible at www.gms.state.ga.us/employee/esp.

Recruitment and Staffing Services

The Recruitment and Staffing Services Program includes three sub-programs. The purpose of Testing and Selection is to provide a fair, consistently applied and cost-effective means to test large numbers of job applicants for competencies and specific job skills/knowledge for state agencies. Statewide test centers provide applicants with reasonable access to compete for state jobs. The purpose of the Recruitment sub-program is to attract high caliber applicants to state government. This area provides a web-enabled job posting and applicant tracking system with continuous (i.e. 24/7) access to job opportunities. Specialized recruitment initiatives for hard to fill, high profile and unique jobs, are undertaken to maximize the limited recruitment resources of agencies. This sub-program also evaluates the training and experience of applicants to ensure that they meet the minimum qualifications for the jobs. The third, and final sub-program is Job Information and Marketing. Its purpose is to provide a central point of contact for the general public seeking to learn about job opportunities, career choices and procedures involved in securing state jobs. Program staff provide career guidance, resume building assistance and other job search assistance. Outreach initiatives such as career fairs and on-site presentations to colleges, universities, technical schools and targeted recruitment groups (e.g. minority and professional organizations) are utilized to disseminate information highlighting state government as a career of choice.

Medical and Physical Exam Program

The Georgia General Assembly initiated MAPEP in July 1961 to ensure that prospective employees are physically capable of carrying out their job duties. The goal of the program is to protect prospective employees from possible harmful effects associated with employment. MAPEP also protects the state from potential liability under Workers' Compensation laws for conditions arising after employment but caused in whole or in part by preexisting conditions. The Georgia Merit System provides agencies general and specialized medical guidelines for applicants considering employment. The Merit System also provides forms and a program manual that includes recommended policies, procedures, and processes for determining and applying medical and physical standards. The Georgia Merit System coordinates medical and physical case reviews for agencies and provides human resource consultant services. Refer to table 1.0 for FY 2003 MAPEP examinations conducted.

MAPEP Table 1.0	<u>Form Review</u>	<u>Physical Review</u>
Cat 1 (Office Worker, Manager, Administrator)	14	27
Cat 2 (Storekeeper, Laundry Worker, Heavy Equipment Operator, etc.)	5	9
Cat 3 (Kitchen Worker, Butcher, Meat Inspector)	2	6
Cat 4 (Nurses, Physicians, Health Service Technicians, etc.)	12	20
Cat 5 (Trooper, Transportation Enforcement Officers, Special Agents, etc.)	155	312

Substance Abuse Testing

The State's Drug and Alcohol Testing program began in July of 1990, with the passage of Act 1445, which required preemployment and random drug screening of certain state employees. This year:

- ❑ There were 112 participating entities.
- ❑ A total of 22,070 drug tests were performed for 55 agencies/departments and 17 colleges and universities
- ❑ Cost for tests totaled \$651,065.

Type of Test	Tested
Pre-employment	10,981
Random	10,404
Post Accident	77
Reasonable Suspicion	64
Return to Duty	14
Follow-up	12
Periodic Medical	12
Other	318
Not indicated	188
TOTALS	22,070

The Jobsite

- ❑ Submissions totaling almost 383,000 from applicants for jobs posting during 2003 (an increase of 35 percent).
- ❑ A daily average of 306 job postings are displayed, and almost 60,000 new applicants put their resume information into the applicant database.
- ❑ Seventy-two different state agencies post jobs as part of their recruitment efforts.

Applicant Assessment Services

- ❑ Assisted agencies with the screening of applicants by administering almost 25,000 written tests - an increase of 10 percent over the previous year. Of that total, 83 percent was at a specific agency's request for jobs unique to that agency. Staff made decisions on 71,574 requests for evaluations of minimum job qualifications by applicants.
- ❑ Implemented a statewide electronic online application process in January 2003 for five critical jobs in the Division of Family and Children's Services in the Department of Human Resources. Since that time, almost 6,700 requests for evaluation have been processed.
- ❑ Provided employment search services to over 100 state employees affected by a reduction-in-force (RIF) program in a number of state agencies. Made changes in the applicant tracking system so that impacted employees can highlight their availability to agency recruiters if they so desire.
- ❑ Partnered with the Department of Juvenile Justice in the development of a test administration and scoring process in anticipation of the implementation of a new selection process for Juvenile Correctional Officers in late 2003.
- ❑ Entered into an agreement with the Disability Determination Section of the Department of Labor to revise the current test to assess additional competencies in the selection of Associate Disability Adjudicators.
- ❑ Provided over 1,000 applicants job information and testing opportunities through college recruitment trips and presentations at career fairs.

Publications and Reports

Employee Communication

- ❑ In a collaborative effort with the Department of Community Health, The “You Decide” Booklet informed state employees about state benefit options for 2003-2004 plan year. The theme for this year’s book was “*My Perfect Choice.*”
- ❑ In FY 2003, the Merit System continued to publish and distribute *The Georgia Statement*, a newsletter to all state employees, and *Executive Vision*, a newsletter distributed to the Governor’s Office, the General Assembly, commissioners, executive directors and senior management staff.

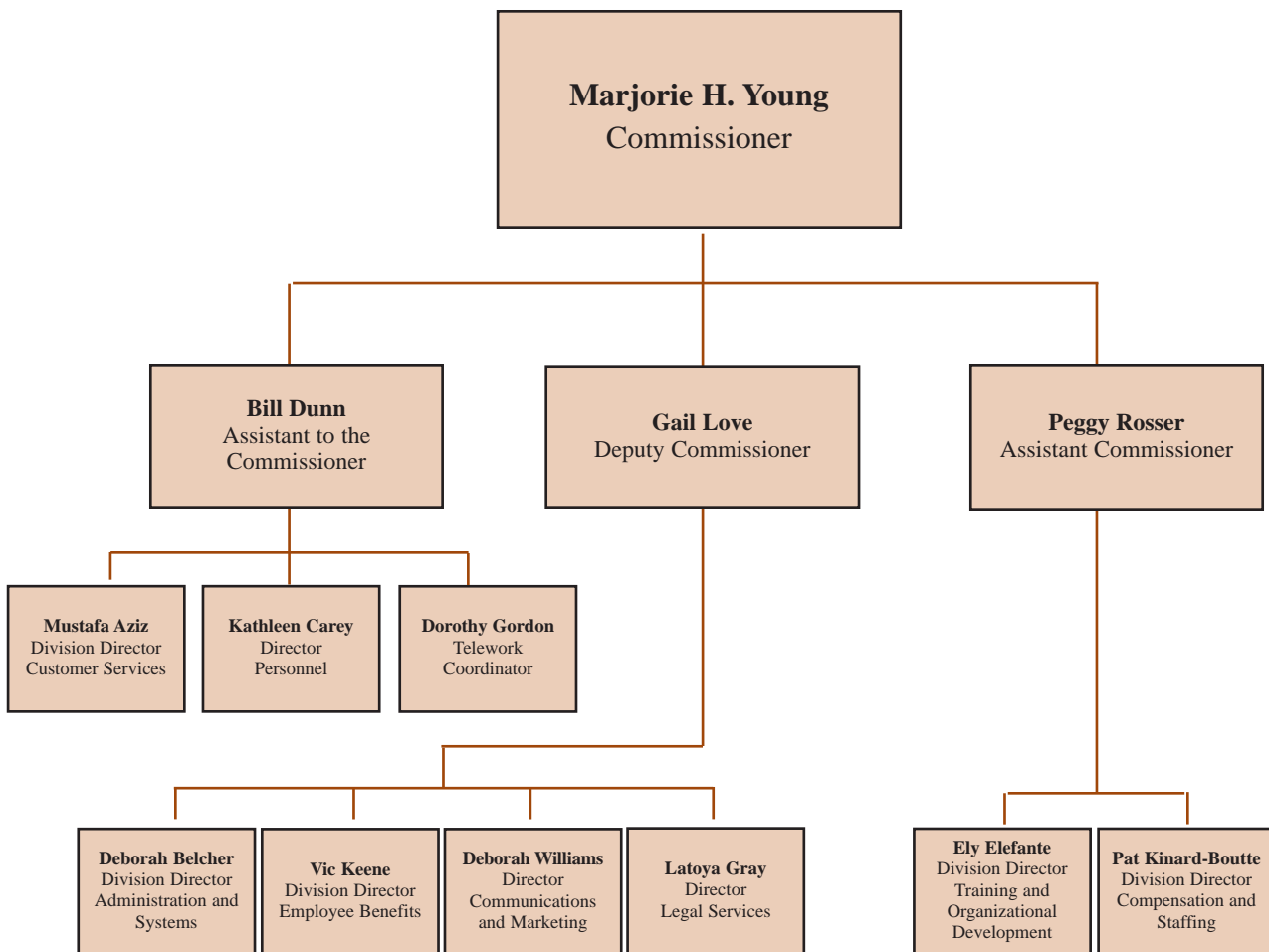
The State Directory

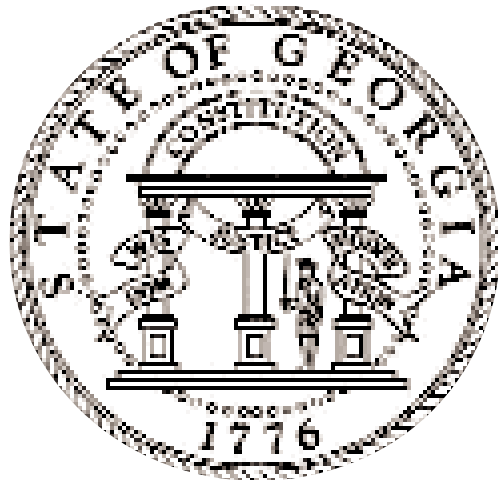
- ❑ The 2002-2003 state directory provided a comprehensive list of telephone and fax numbers of key contacts in state government. Information is submitted by government entities for inclusion in the directory.

Presentations, Publications and Reports

- ❑ Workforce Planning: Phase III Preview. A presentation at the Georgia Workforce Planning & Development Conference. (August, 2002)
- ❑ Competencies: The Foundation of Workforce Planning. A presentation at the Georgia Workforce Planning & Development Conference. (August, 2002)
- ❑ Workforce Planning & Development Conference, Atlanta, GA. (August, 2002)
- ❑ Georgia STAR: Linking Goals, Performance, Competencies, and Workforce Planning. An article for The Assessment Council News of the International Personnel Management Association. (February 2003)
- ❑ Workforce Planning: Phase II Results and Findings. A presentation to the Workforce Planning Advisory Council. (Feb, 2003)
- ❑ Georgia’s Workforce Planning Guidelines for Fiscal Year 2004. A publication of GMS (February, 2003)
- ❑ Bundle Competency-Based Strategies to Solve Workforce Problems. A presentation. GMS (May, 2003)
- ❑ 2003 Job Market Composite Report. Compares state salaries with the overall job market. (August 2002)
- ❑ 2002 Salary Report Addendum. Provides salary information for common jobs and agency-unique jobs. Effective October 1, 2002
- ❑ 2003 County and Municipal Governments Compensation Survey. (May 2003)
- ❑ 2003 Health Care Compensation Survey. (May 2003)
- ❑ 2003 Southeastern States Compensation Survey. (May 2003)

Leadership Team





2 Martin Luther King Jr. Drive
West Tower, Suite 502
Atlanta, Georgia 30334
Phone: 404-656-2705